

The Influence Of Work Culture, Social Concern, And Organizational Commitment On Employee Performance Improvement With Job Satisfaction As A Mediation

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Abstract: *This research aims to assess and analyze the impact of work culture, social concern, and organizational commitment on enhancing employee performance at the Regional Financial Management Board of Pekalongan Regency. The study adopts a quantitative approach, specifically causal associative research. The variables considered include work culture, social concern, and organizational commitment, while employee performance improvement is the dependent variable. The sample comprises 88 employees from the Regional Financial Management Board of Pekalongan Regency. Data collection is carried out using a questionnaire. The collected data undergoes statistical analysis, including validity and reliability tests for the questionnaire instrument. The path analysis is conducted, and before that, classical assumption tests, such as normality, multicollinearity, and heteroscedasticity, are performed using SPSS ver. 24.*

Keywords: *work culture, social care, organizational commitment.*

INTRODUCTION

The rapid increase in science and technology has increased competition between institutions. Globalization with all its implications is the main challenge faced in the 21st century. Organizational activities are initiated and determined by humans, both leaders and employees who require potential human resource factors in the right pattern of tasks and supervision to achieve organizational goals. Human resources play a pivotal role within an organization. employee performance can increase if the organization has employees who have good knowledge and skills and efforts to manage the organization optimally. This creates competition that requires serious attention from every organization to have strategic and concrete capabilities in taking action. According to Hamali (2016: 2), Human resources are an integral part of an organization and encompass all individuals involved in its operations. In addition, other resources contained in an organization are non-human resources such as capital, machines, technology, materials, and others. In general, human resources are individuals who work as the driving force of an organization and function as assets whose capabilities must be trained and developed through a good work culture.

In the era of democratization, people want changes in governance that require changes in the ASN work culture. This change includes the bureaucracy's mindset, values, behavior, and

culture in providing services to the community. Work culture is a set of customary behaviors exhibited by employees within an organization. Work culture has benefits such as increasing the spirit of cooperation, togetherness, good communication, performance, and social care for employees. Regulations of the Minister of Administrative Reform PER/01/M.PAN/01 of 2007 and Number 39 of 2021 regulate guidelines for evaluating and developing work culture in government agencies.

Social care is a basic human attitude to recognize and care for the surrounding environment and can take the form of actions to help others. In the work environment of the Regional Financial Management Board of Pekalongan Regency, the social concern is observed in internal cooperation, innovation, elimination of tax administration fines or sanctions, tax breaks, and E-tax application systems. Social concern and organizational commitment are important for achieving organizational goals and organizational commitment is implemented through implementation guidelines and goals that have been approved by all members. Employee performance is shaped by internal factors, including but not limited to abilities, skills, motivation, social awareness, commitment to the organization, and the prevailing work culture. And can affect the performance of the entire agency system. The performance of employees in the Regional Financial Management Board of Pekalongan Regency is suboptimal due to a lack of transparency, team incompatibility, and personal conflicts among employees. Several steps can be taken to solve the problem. To increase transparency, this is done by ensuring clear communication regarding work goals, expectations, and expectations to employees, providing open and constructive feedback regarding employee performance, and opening effective communication channels between superiors and subordinates and among fellow employees. Ways to increase togetherness within the team are by encouraging teamwork through team building activities, such as regular meetings, collaborative activities, or cooperation training, identifying and overcoming incompatibilities within the team, either through rearranging tasks or through facilitating better communication, and building an inclusive and mutually supportive work culture. Meanwhile, ways to deal with personal clashes can be done by encouraging employees to manage conflicts in a constructive way, such as by communicating openly, listening with empathy, and seeking solutions together, holding mediation or counseling sessions for employees involved in personal clashes, if necessary. Enforce organizational policies and norms that prohibit behavior that is detrimental to teamwork. Furthermore, it is crucial to focus on effective leadership aspects and the enhancement of employee skills, and efforts to build a work culture that supports optimal performance. In some cases, assistance from a human resources professional or consultant may

be required to help identify and address the underlying problem of sub-optimal employee performance.

The objective of this study was to examine the impact of work culture, social care, and organizational commitment on job satisfaction and employee performance at the Regional Financial Management Board of Pekalongan Regency. The primary focus was to understand how these factors, either individually or collectively, influence employee performance. This research aims to shed light on the relationship between work culture, social care, and organizational commitment to job satisfaction and employee performance enhancement, offering fresh insights to enhance employee performance within the organization. By analyzing the research findings, it is anticipated that the Regional Financial Management Board of Pekalongan Regency can make improvements in work culture, social care, and organizational commitment, ultimately leading to enhanced employee performance and improved service quality for the community.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Work Culture

Enhancing employee performance involves providing clear work direction and motivation while fostering a comfortable and conducive work environment to accomplish organizational objectives. Moreover, promoting factors such as changes in work culture and work environment systems that encourage employee self-development can also significantly impact performance improvement.

Implementing a work culture in an organization is not easy, especially if only relying on written awareness can help, but if it is only considered a formality and a complement to administration, then sanctions will not be effective and will not increase employee commitment. Phenomena like this occur in the current government environment where employees who violate instead get rewarded with promotions, making other employees believe that sanctions are just a formality. Hasim et al (2020) states that work culture indicators include habits, rules, and values. Habits are hard to get rid of but can be reduced or changed with training and strict rules, regulations can increase employee commitment by explaining what is permissible and what cannot be done with clear consequences and values such as integrity, professionalism, innovation, responsibility and exemplary can shape attitudes and behavior of employees at work.

Based on (Indrawan, 2017), work culture is a belief system that forms an individual's perspective on life, encompassing values that manifest as traits, capabilities, and motivations, influencing one's conduct within a community, group, or organization. Work culture is evident

in attitudes, behaviors, beliefs, ambitions, accomplishments, and the actions one takes. Improving a better work culture requires a long time to change, therefore efforts to improve it are needed starting from the attitudes and behavior of the leaders, which are then followed by their subordinates.

Social Concern

Social concern itself has a broad meaning. In general, social care is a basic attitude possessed by humans to be more aware of and proactive toward the surrounding environment. After getting to know the environment carefully, then a sense arises to invite other people to be more sensitive and concerned about that environment. This attitude can be in the form of taking certain actions to help alleviate the difficulties of others (Kardinus, 2022). Of course, the action was carried out with sincerity without any violence or actions that could harm other parties. Sometimes, these actions are carried out instinctively because of a sense of sensitivity, so that there is no need for requests from those who need them (Samani, 2013).

Social concern is one aspect of individual character values. Thus, social care is included in the important components needed in social life. This social concern can be measured by certain indicators so that it can be described. these indicators include (1) helping each other, (2) tolerance, (3) tolerance, (4) social action, and (5) having a noble character (Daryanto & Darmiatun, 2013).

Organizational Commitment

Organizational components have various meanings based on psychological, attribution, and exchange approaches. In the psychological approach, organizational commitment is defined as positive behavior involving emotions between members and the organization. The attribution approach posits that organizational commitment is the connection between individuals and organizations in the context of decision-making. Meanwhile, the exchange approach states that organizational commitment means a product of contributions between members and the organization. (rahmad ed al., 2020).

Broadly, organizational commitment can be categorized into rational commitment and emotional commitment. More specifically, three types of organizational commitment exist: affective commitment, continuance commitment, and normative commitment. Affective commitment is characterized by members who wholeheartedly embrace the organization's goals and values, leading to a sense of responsibility for the organization's success. Such individuals often demonstrate excellent performance and a positive attitude.

According to Kustya and Nugraheni (2020), organizational commitment is the degree to which an employee identifies with the organization's objectives and expectations, influencing

their decision to remain a member. Luthans, as cited in Hafid and Kurnia (2019), defines organizational commitment as an attitude reflecting employees' loyalty towards the organization, expressing genuine concern for its success and sustainable progress. To measure organizational commitment, indicators such as affective commitment, continuance commitment, and normative commitment are employed, as proposed by Allen and Mayer (1993) in Haryati (2016).

Employee Performance

Employee performance refers to the outcomes achieved by an individual in pursuit of organizational goals. According to Kustya and Nugraheni (2020), performance represents the tangible results of an employee's efforts and serves as a basis for studying both employees and organizations. Diminished performance can significantly impact the organization or company. Irham Fahmi (2016) defines performance as the outcomes attained by an organization, whether profit-oriented or non-profit-oriented, over a specific period. Kasmir (2016) characterizes performance as the culmination of work and work behavior in completing assigned tasks and responsibilities within a defined timeframe. Meanwhile, Edison (2016) views performance as a measurable result obtained over a certain period based on predetermined conditions or agreements.

Robbins (2018) explains that employee performance entails achieving work outcomes in terms of both quality and quantity, aligned with the responsibilities assigned to the employee. Employee performance directly influences an organization's progress, as successful performance facilitates the attainment of set goals, whereas poor performance hinders goal achievement. Several factors impact employee performance, including organizational culture, which represents the values and norms prevailing within the organization. Organizational commitment is another significant factor, representing an individual's attitude and behavior towards the organization, characterized by loyalty and dedication to achieving the organization's vision, mission, and objectives. Dewi (2017) defines organizational commitment as the binding force that motivates individuals to give their best in fulfilling their responsibilities. Leadership style also plays a crucial role in influencing employee performance. Leadership involves an individual's capacity to influence people, teams, or organizations toward a common vision or goal (Robbins, 2015).

Performance indicators, based on the study by Lazer and Wikstrom quoted by Veithzal Rivai (2017), include 1) individual ability to perform the job, 2) level of effort exerted, and 3) organizational support. These indicators offer valuable insights into evaluating and enhancing employee performance within the organization.

Job satisfaction

Perceived support from the organization is a focus on the favorable treatment of employees in a reciprocal relationship with an organization. This perception is one of the keys to building satisfaction at work or job satisfaction. According to (Pramono, Winarti HS, and Harnoto 2020) job satisfaction also affects turnover intention, employees who are satisfied with their workbags will be more productive, committed, and loyal to their organization without the need for a lot of management intervention. Employees demonstrating a positive outlook towards their work can be considered as having high job satisfaction. Job satisfaction is one of the factors affecting employee productivity and retention, making it a crucial aspect of human capital. The importance of staff competency factors, technological infrastructure, and climate are very influential in job satisfaction, which will ultimately affect employee productivity and performance.

According to Syamsuri and Siregar (2018), job satisfaction is the positive feeling individuals have about their job, resulting from an evaluation of its characteristics. Different employees may have varying levels of job satisfaction, even if they are in the same type of work, as it depends on their individual needs and the system that applies to them. Syamsuri and Siregar (2018) identify appropriate rewards, the nature of the work itself, supportive co-workers, and job-personality suitability as key factors driving job satisfaction. Indicators of job satisfaction encompass: 1) receiving appropriate rewards for the work, 2) experiencing support from co-workers, and 3) achieving a sense of suitability with the job's demands and one's own personality. These indicators offer valuable insights into assessing and understanding employee job satisfaction levels.

Relations between Variables

Work Culture on Job Satisfaction.

Research conducted by Shah (2015), examined the relationship between work culture and employee satisfaction. This study adopts Denison's theory to measure job satisfaction, while the satisfaction variable uses spectator-based theory. Denison's theory identifies four dimensions of work culture, namely fairness, cooperation, flexibility, and result orientation. Fairness includes the existence of fairness in decision-making, Cooperation reflects collaboration and cooperation between individuals, flexibility involves the ability of organizations to adapt to change, and result orientation focuses on achieving goals and desired work results.

To measure job satisfaction, this study uses Spector's theory. This theory views job satisfaction as an individual's evaluation of how aspects of his work are, including

compensation, work environment, relationships with co-workers, and career development opportunities. Job satisfaction is measured using a scale that includes these aspects.

The study found a mutually supportive relationship between these variables, indicating that work culture positively influences job satisfaction. Based on these findings, the following hypothesis can be proposed:

H1: There is a positive influence of organizational culture on employee job satisfaction.

Organizational Commitment to Job Satisfaction

Idris (2015) conducted research examining the interplay between organizational commitment, job satisfaction, and employee performance. The study utilized the theory proposed by Morever, Allen, and Meyer (1990) to assess organizational commitment and the theory by Hampton, Summer, and Webber (2008) to gauge job satisfaction. The findings of the study revealed that organizational commitment significantly influences both job satisfaction and employee performance.

Moreover, Allen and Meyer's (1990) theory on organizational commitment identifies three dimensions: affective commitment, characterized by strong emotional attachment to the organization; continuance commitment, driven by the desire to remain in the organization due to associated needs and benefits; and normative commitment, representing a sense of responsibility to meet organizational expectations.

Job satisfaction, on the other hand, was measured based on Hampton, Summer, and Webber's (2008) theory, which views job satisfaction as an individual's subjective evaluation of various job aspects, encompassing compensation, work environment, recognition, and development opportunities. A scale describing these aspects was used to measure job satisfaction in the study.

The research findings demonstrate a mutually supportive relationship among these variables, indicating that organizational commitment positively influences job satisfaction. Based on these results, the following hypothesis can be formulated:

H2: Organizational commitment has a positive effect on job satisfaction.

Social concern for job satisfaction.

Social concern for work fulfillment is an demeanor or culture in which the organization shows high concern for social issues and the surrounding environment. Organizations that have strong social concerns tend to have a high level of satisfaction from these employees. Research conducted (Marić et al. 2021) social concern is reflected in organizational policies and practices, such as corporate social responsibility programs, participation in voluntary activities, and support for social initiatives. Organizations that can show concern for relevant social issues

and contribute to improving employee welfare tend to create a more satisfying work environment.

With a strong social conscience, organizations show their commitment to social responsibility and make a positive commitment to society and the encompassing environment. This can increase employee pride and satisfaction because they feel that the organization they work for is part of a larger effort to create a positive impact on society. In addition, participation in voluntary activities and support for social initiatives can also provide opportunities for employees to be actively involved in contributing to society. This may describe a greater sense of satisfaction in their work, as they feel that their work has a wider and more meaningful impact.

Overall, organizational social concern has a positive affect on worker fulfillment. Organizations that show concern for relevant social issues and are committed to social responsibility tend to create a satisfying work environment and give pride to their employees. So the impact of social care on worker work fulfillment encompasses a positive impact. So the speculation can be put forward as takes after:

H3: social care has a positive effect on organizational commitment

Work culture on employee performance.

Work culture includes values, norms, beliefs, and practices applied in all aspects of organizational activities. Work culture provides the necessary motivation and support to improve employee performance. Several work culture factors that affect employee performance include openness and good communication between management and employees, giving awards and recognition for employee achievements, a conducive work environment for creativity and innovation as well as loyalty and loyalty to the organization. Organizations need to pay attention to work culture and create a positive work culture to improve employee performance.

Openness and good communication between management and employees are important factors in the work culture. When there are open channels of communication, employees feel more motivated and have more trust in management. This allows for effective collaboration and exchange of ideas leading to increased performance. Giving awards and recognition for employee achievements also plays a role in a positive work culture. When employees feel valued and get recognition for their hard work and contribution, they will be more motivated and eager to achieve better performance. A work environment that is conducive to creativity and innovation is also an important factor in work addiction. When workers are given the

freedom to innovate, explore new ideas, and develop their creativity, they will feel more motivated and productive.

To improve employee performance, organizations got to pay consideration to and create a positive work culture. This involves developing values that promote openness, communication, respect, a creative work environment, and loyalty. With a positive work culture, organizations can motivate their employees to achieve superior execution and contribute to overall organizational success.

The relationship between these variables is mutually supportive so that the impact of work culture on representative execution features a positive impact. So the theory can be put forward as takes after:

H4: work culture has a positive effect on improving employee performance.

Social concern for employee performance.

Social concern is an attitude and action that pays attention to common interests, helps others, and promotes the common good and welfare. An employee who feels that they can help others through their work will feel more satisfied and have a greater sense of achievement, which can increase their motivation to work harder and achieve organizational goals. In addition, social care can also encourage employees to work at the side others in cooperation to attain organizational objectives. In a work environment that promotes social care, employees tend to carry out their jobs with good morality and ethics. This helps prevent unethical behavior or violates work rules and creates a healthy work environment.

Organizations need to pay attention to social care as an critical viewpoint of creating a good work environment and improving employee performance. By encouraging and supporting social care. The organization creates a caring work culture, where employees feel connected to a purpose that is bigger than just their work. This can increase employee motivation, satisfaction, and performance as a whole, as well as have a positive affect on the picture and notoriety of the organization within the eyes of the more extensive community. Social concern in the work environment has significant benefits. Employees who feel they have a role to play in helping others and promoting the Common good tend to feel more satisfied, motivated, and perform well. Therefore, organizations need to pay attention to and support social care as part of their work culture to create a great work environment and move forward representative execution.

The relationship between these factors is commonly steady so that the impact of social care on representative execution includes a positive impact. So the theory can be put forward as takes after:

H5: social care has a positive effect on improving employee performance

Organizational commitment to employee performance

Inquire about conducted by Bandula and Jayatilake (2016), found that representative commitment is essentially connected with their execution. In this think about, representative commitment is measured by paying consideration to the degree to which they feel related and committed to the organization where they work. The comes about appeared that the higher the level of representative commitment, the higher the level of execution accomplished by them. This appears that solid commitment can be an critical figure in moving forward representative execution.

On the other hand, investigate conducted by Idris (2015) uncovered that organizational commitment features a critical impact on work fulfillment and representative execution. In this ponder, organizational commitment is measured by paying consideration to the level of intrigued, the crave to stay within the organization, and a sense of ethical obligation towards the organization. The comes about appeared that the higher the level of organizational commitment, the higher the level of work fulfillment and representative execution. This appears that solid organizational commitment can emphatically influence work fulfillment and worker execution.

In both considers, the hypothesis from Additionally, Allen, and Meyer (1990) is utilized to degree organizational commitment. This hypothesis recognizes three measurements of organizational commitment, to be specific emotional commitment, continuation commitment, and regulating commitment. In expansion, the hypothesis from Hampton, Summer, and Webber (2008) is utilized to degree work fulfillment. This hypothesis sees work fulfillment as an individual's subjective assessment of different angles of their work.

In conclusion, the research by Bandula and Jayantilake (2016) and Idris (2015) shows that commitment, both employee commitment and organizational commitment, encompasses a critical affect on execution, work fulfillment, and representative dependability. This emphasizes the importance of building and maintaining strong commitment within the organization to achieve good performance and increase employee satisfaction.

The relationship between these factors is commonly strong so the impact of organizational commitment on worker execution features a positive impact. So the theory can be put forward as takes after:

H6: organizational commitment has a positive effect on improving employee performance.

Job satisfaction on employee performance.

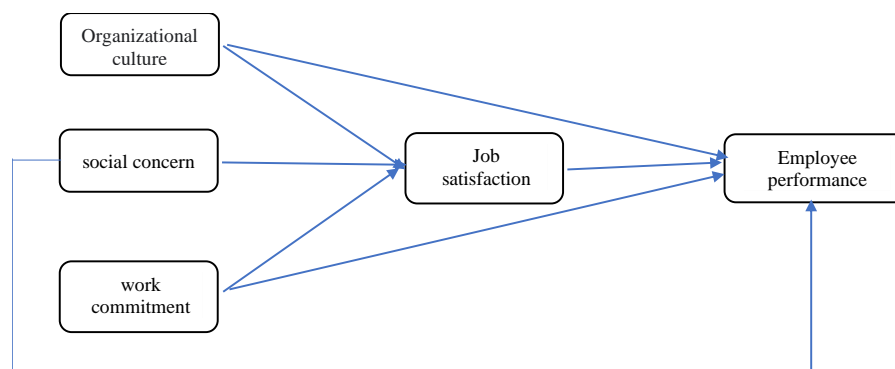
The perception that the organization values and cares about employees can encourage them to identify themselves as part of the organization. When employees feel significantly supported by the organization, they tend to integrate their membership as part of their identity. This means that they see themselves as part of the organization and feel a solid bond with the values, goals, and culture of the organization.

When employees identify as part of the organization, they are more likely to contribute effectively and dedicatedly to the objectives and victory of the organization. They feel a sense of duty for the victory of the organization and work with great enthusiasm to achieve good results. Identification can also trigger employees to develop more positive relationships with their colleagues and bosses, as well as develop a better perception of the organization as a entirety.

Employees' perceptions that the organization values and cares about them can also influence their job satisfaction. When employees feel supported and valued, they tend to feel more satisfied with their jobs. They feel recognized for their contributions and get an appreciation for their efforts. This can create a positive work environment, where workers feel propelled, energized, and committed to giving their best execution. Organizations need to pay attention and build the perception that they value and care about their employees. This can be done through policies and practices that show concern for the welfare and development of employees, listen to and respond to their input, provide support in facing challenges, and provide recognition and recognition of their appreciation. By creating a positive environment and providing significant support, organizations can encourage employee identification with the organization, increase job satisfaction and spur workers to realize tall execution.

The relationship between these variables is mutually supportive so that the impact of work fulfillment on worker execution contains a positive impact. So the speculation can be put forward as takes after:

H7: job satisfaction affects improving employee performance.



Research Methodology

Types of research

This consider employments a causal acquainted investigate strategy with a quantitative approach. According to Sugiyono (2016), casual associative research aims to find relationships between two or more factors, which have a causal nature. Quantitative research is a type of research that is planned, structured, and systematic from start to research design and uses numbers at the stages of data collection, data implementation, and presentation of research results. The researcher chose the quantitative method to analyze the effect of work culture, work commitment, and social awareness on employee performance and job satisfaction at the Regional Financial Management Board in Pekalongan Regency.

Variable definitions and operations

The factors in this ponder comprised of 3 factors, specifically the subordinate variable, autonomous variable, and interceding variable. The clarification of each variable is as takes after:

Table 3.1
Concept Definition and Operational Variables

Research Variables	Concept definition	Operational Definition Indicators	Measurement Scale
Organizational culture	Work culture is an endeavor to progress the quality of the organization's human assets by adjusting representatives to changing work requests.	1. Discipline 2. Openness 3. Mutual Appreciation of Cooperation	Likert scale 1 –5
social concern	Social concern is an interest and attitude to help, help, and care for other people related to important values in everyday life.	1. Please help 2. Be considerate/empathic 3. Tolerance 4. Social action Noble	Likert scale 1 –5
work commitment	Organizational commitment is an state of mind of devotion, believe, near, and in line with the organization to realize a common vision, mission, values, and objectives.	Organizational commitment can be measured by several indicators that have been developed by Lincoln (1989) and Bashauw (1994) as follows: 1. Willingness of employees 2. Employee loyalty 3. Employee pride	Likert scale 1 –5
Employee performance	Comes about accomplished by an individual, both in quality and amount in an organization by the obligations given to him.	Performance indicators according to the results of the Lazer and Wikstrom study quoted by Veithzal Rivai (2017) are as follows: 1. Individual ability to do the job, 2. The level of effort expended, 3. Organizational support	Likert scale 1 –5
Job satisfaction	Work fulfillment could be a positive feeling around work that's affected by the level of needs, work characteristics, rewards, co-workers, and identity.	Indicators of job satisfaction, according to (Syamsuri and Siregar 2018) are 1. proper reward, the work itself, 2. supportive co-workers 3. Job personality suitability	Likert scale 1 –5

Research focus

The focus of this study will involve the impact of work culture, social care, organizational commitment, worker execution, and work fulfillment on the execution of territorial budgetary administration office workers in Pekalongan Rule.

Sample population

The definition of the population according to (Dr. Sandu Siyoto, SKM., M.Kes 2015) may be a generalization range comprising of objects or subjects that have certain amounts and characteristics decided by analysts for research purposes and conclusion. This definition includes not only living things but also any research object worthy of investigation.

Meanwhile, the sample according to (Dr. Sandu Siyoto, SKM., M.Kes 2015) is a small portion of the population that has the same number and characteristics. Samples were selected based on certain procedures to represent the entire population. If the population is too large to be studied thoroughly due to limited funds, time, or research resources, a sample that is representative of the population can be used.

Data analysis method

In this study, the authors used multiple regression statistical methods using SPSS software version 24.00. Before carrying out multiple regression analysis and hypothesis testing, steps such as validation and reliability tests, descriptive statistics, and examination of classical assumptions are carried out.

Instrument Test

The reason for the information instrument test is to assess the exactness and consistency of the information collected. Disobedience utilized in essential information collection must meet two vital prerequisites, to be specific unwavering quality and legitimacy.

A authenticity test is utilized to assess the authenticity of a overview. A survey is considered substantial in the event that the questions contained in it reflect well the things you need to degree. Arikunto (2012) clarifies that the legitimacy test is carried out measurably utilizing the item minute relationship procedure. The product-moment correlation formula is used to measure validity by involving variables such as correlation, number of respondents, item values, and total value of each respondent's questionnaire.

Meanwhile, the unwavering quality test points to degree the level of unwavering quality and consistency of the instrument. A survey is said to be solid on the off chance that the answers given by respondents are reliable and steady from time to time. Unwavering quality is additionally related to the consistency of answers when retested on diverse tests. One common method for measuring reliability is using the Cronbach Alpha statistical test, which involves

variables such as instrument reliability, number of question items, and number of item variants. By conducting tests and reliability it can be ensured that the instruments used in data collection have sufficient accuracy and consistency.

RESEARCH RESULTS AND DISCUSSION

The legitimacy test in this ponder was calculated based on factors from employee performance, organizational culture, social awareness, organizational commitment, and job satisfaction. Data were taken from 88 respondents which were then processed using SPSS 22 for Windows. The legitimacy calculation employs the individual item minute relationship test which is based on a comparison between r-count and r-table. Where $r\text{-table} = 0.2096$ ($df=N-2$, $88-2=86$ with a significance level of 0.05). The research instrument is declared valid if the r-count is greater than the r-table ($r\text{-count} > r\text{-table}$), if the r-count esteem is less than the r-table at that point the investigate instrument is invalid and considered invalid.

According to Sekaran and Bougie (2017), the unwavering quality of estimation shows the degree to which the estimation is without predisposition (without mistake) and so guarantees consistency of estimation over time and at different focuses within the instrument. The unwavering quality test in this think about utilized the Alfa Cronbach strategy. In the event that the Cronbach's alpha esteem is more prominent than 0.60, the instrument is pronounced dependable. The taking after is the result of the unwavering quality test on the variable instrument of representative execution, organizational culture, organizational commitment, and work fulfillment.

Table of Reliability Test Results

No.	Variable	Cronbach's Alpha value	Sig.	Information
1.	Organizational culture	0.944	>0.60	Reliable
2.	social concern	0.930	>0.60	Reliable
3.	work commitment	0.928	>0.60	Reliable
4.	Employee performance	0.923	>0.60	Reliable
5.	Job satisfaction	0.940	>0.60	Reliable

Based on the comes about of the unwavering quality test, it can be concluded that the esteem of Cronbach's Alpha is > 0.06 so all factors are announced solid. So that this inquire about an instrument is attainable to utilize for this inquire about.

The comes about of the way investigation test with respect to the coordinated and backhanded impacts of impact of organizational culture, social care, and organizational commitment on worker execution through work fulfillment, an outline of the comes about of the way investigation can be made as takes after:

Summary of Path Analysis Test, Direct Effect and Indirect Effect.

No.	Influence	Directly	Indirectly	Total Effect Effect
1.	$X_1 \rightarrow Z$	0.277	0	0.279
2.	$X_2 \rightarrow Z$	0.509	0	0.507
3.	$X_3 \rightarrow Z$	0.304	0	0.310
4.	$X_1 \rightarrow Y$	0.201	0	0.196
5.	$X_2 \rightarrow Y$	0.189	0	0.188
6.	$X_3 \rightarrow Y$	0.103	0	0.103
7.	$Z \rightarrow Y$	0.371	0	0.371

Recapitulation of Hypothesis Test Results

Hypothesis	Hypothesis	Information
H1	There is a positive influence of organizational culture on employee job satisfaction.	Proven
H2	There is a positive influence of social care on employee job satisfaction.	Proven
H3	There is a positive influence of organizational commitment to employee job satisfaction.	Proven
H4	There is a positive influence of organizational culture on the performance of employees.	Proven
H5	There is a positive influence of social care on employee performance.	Proven
H6	There is a positive influence of organizational commitment to employee performance.	Proven
H7	There is a positive influence of job satisfaction on the performance Of employee.	Proven

The reason of this inquire about was to discover out and analyze the impact of organizational culture, social care, and organizational commitment on representative execution with work fulfillment as an mediating variable within the Territorial Money related Administration Board of Pekalongan Rule. The theory used in this study is Robbin's (2002) on organizational culture variables, Meyer & Allen's (1993) theory on organizational commitment variables, Luthans' theory (2006) on job satisfaction variables, and Bernadin & Russell's (1993) theory on employee performance variables. The analyst chose these hypotheses due to the huge sum of writing and past considers utilizing these hypotheses. In expansion, these hypotheses are considered the foremost important for utilize in this inquire about protest.

This ponder proposes seven theories to be demonstrated in this consider. Of the seven speculations proposed, all speculations are demonstrated and backed by the comes about of essential information investigation and past investigate. Based on the comes about of the primary theory test that has been carried out, it is found that organizational culture factors have a positive and noteworthy impact on work fulfillment. The comes about of this think about are from past ponders, to be specific investigate conducted by Shah (2015), Hosseinkhanzadeh et al (2013), Ahamed and Mahmood (2015), Arishanti (2009), Handoko et al (2010), Sophia

(2013), Yulian (2015), Sugiri (2015), Miharty (2013), Habib et al (2014), Widagdo et al (2013) which has the result that organizational culture includes a positive and noteworthy impact on work fulfillment.

The comes about of the moment speculation test that has been carried out, found that the social care variable includes a positive and noteworthy impact on work fulfillment. The comes about of this think about are from past investigate, to be specific inquire about conducted by Idris (2015), Mohammadian et al (2016), Celik et al (2015), Anis et al (2011), Arishanti (2009), Habib et al (2014), and Widagdo et al (2013) who have investigate comes about that social care features a positive and noteworthy impact on work fulfillment.

The comes about of the third theory test that has been carried out, found that the organizational commitment variable incorporates a positive and critical impact on work fulfillment. The comes about of this consider are from past investigate, to be specific investigate conducted by Idris (2015), Mohammadian et al (2016), Celik et al (2015), Anis et al (2011), Arishanti (2009), Habib et al (2014), and Widagdo et al (2013) who have investigate comes about that organizational commitment encompasses a positive and critical impact on work fulfillment.

The comes about of the fourth theory test that has been carried out, found that organizational culture factors have a positive and critical impact on worker execution. The comes about of this consider are from eight past ponders, specifically investigate conducted by Nazarian et al (2017), Hakim (2015), Nikpour (2017), Pinho et al (2013), Soepardjo and Nugrohoseno (2014), Yulian (2015), Suryani (2016), Sugiri (2015) who has inquire about comes about that organizational culture contains a positive and critical affect on worker execution.

The comes about of fifth speculation test that has been carried out, found that the social care variable has an inconsequential impact on representative execution. The comes about of this ponder are from four past thinks about, to be specific investigations conducted by Harwiki (2016), Pinho et al (2013), Suryani (2016), and Murty and Hudiwinarsih (2012), which found that social care mostly has an inconsequential impact on worker execution.

The comes about of the fifth theory test that has been carried out, found that the organizational commitment variable has an inconsequential impact on worker execution. The comes about of this ponder are from four past ponders, specifically investigations conducted by Harwiki (2016), Pinho et al (2013), Suryani (2016), and Murty and Hudiwinarsih (2012), who found that organizational commitment somewhat has an inconsequential impact on representative execution.

The comes about of fifth speculation test that has been carried out, found that the social care variable has an inconsequential impact on representative execution. The comes about of this ponder are from four past thinks about, to be specific investigate conducted by Harwiki (2016), Pinho et al (2013), Suryani (2016), and Murty and Hudiwinarsih (2012), which found that social care mostly has an inconsequential impact on worker execution.

The comes about of the fifth theory test that has been carried out, found that the organizational commitment variable has an inconsequential impact on worker execution. The comes about of this ponder are from four past ponders, specifically investigate conducted by Harwiki (2016), Pinho et al (2013), Suryani (2016), and Murty and Hudiwinarsih (2012), who found that organizational commitment somewhat has an inconsequential impact on representative execution.

The results of the path analysis test on the seventh hypothesis that has been carried out, it can be concluded that the magnitude of the direct influence of organizational culture on employee performance is greater than the indirect influence of organizational culture on employee performance through job satisfaction. The results of this study are from previous research, namely research conducted by Sunarno and Liana (2013), who found that job satisfaction does not mediate the influence of organizational culture on employee performance.

Conclusion

Based on the results of data analysis through questionnaires that have been distributed to the Regional Financial Management Board of Pekalongan Regency, several conclusions can be put forward as follows:

1. Organizational culture has a positive and significant influence on employee job satisfaction.
2. Social concern has a positive and significant influence on employee job satisfaction
3. Organizational commitment has a positive and significant impact on employee job satisfaction.
4. Organizational culture has a positive and significant influence on employee job satisfaction.
5. Social concern has a positive and significant impact on employee performance.
6. Organizational commitment has a positive and significant impact on employee performance.
7. Job satisfaction has a positive and significant influence on employee performance

Research limitations

Some of the limitations in the study, among others:

1. The number of respondents is only 88 people, of course, it is still insufficient to describe the actual situation.
2. Within the prepare of collecting information, the data given by respondents through surveys some of the time does not appear the real conclusions of respondents, this happens since in some cases diverse contemplations, suspicions, and understandings are diverse for each respondent, as well as other components such as the figure of trustworthiness in filling out the opinions of respondents within the survey

Suggestion

Based on the results of data analysis and discussion, the following are suggestions that are expected to be useful, including:

1. Regional Financial Management Board of Pekalongan Regency needs to improve the factors that can affect employee perceptions related to indicators of promotion opportunities by providing equal opportunities in promotion programs by providing training and development to employees in advance.
2. Regional Financial Management Board of Pekalongan Regency must involve employees in the decision-making process within the organization, by providing equal opportunities for employees to express their opinions in the forum.
3. Regional Financial Management Board of Pekalongan Regency should always provide detailed information regarding work standards that are in line with organizational expectations. In addition, companies can also provide training and development to employees so that employees understand their jobs better and can work according to organizational expectations.
4. Regional Financial Management Board of Pekalongan Regency can adjust the time limit for completing work according to the workload assigned and the level of responsibility of each employee.

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